PERSONNEL

INDEX TO VOLUME 49 — 1972

SUBJECT INDEX — 1972

B

BUSINESS SCHOOLS (See also Career Trends)

Market Research: Students Do It for Free (PAW) ..... *Jan.* 5

C

CAREER TRENDS

Certified Professional Managers: Concept into Reality? ..... *Mar.* 26
The Health Crisis and New Careers (PAW) ..... *July* 7
Keeping Them Down on the Farm—No Problem (PAW) ..... *July* 6
Manpower Dearth in Safety and Health (PAW) ..... *Mar.* 6

COLLECTIVE BARGAINING (See Labor Relations)

COMMUNICATIONS

Communication: Not an Art, a Necessity ..... *May* 60
A New Wrinkle: Insensitivity Training (PAW) ..... *May* 4
The Three L's—Still Personnel Basics, Still Neglected ..... *Sept.* 49
Toward Human Scale in an Outsize World ..... *May* 39

COMPENSATION (See also Employee Benefits)

How to Select and Use Data Processing Salary Surveys ..... *Nov.* 50
A New Pay System for Municipal Managers ..... *Nov.* 55
Who Picks Up the Tab—and the Tax Deduction? (PAW) ..... *Mar.* 5
Working at Home—a New Fringe Benefit? ..... *May* 56

COMPUTERS (See EDP)

D

DRUG ABUSE

Drug Abuse in Business: Part of a Larger Problem ..... *Sept.* 15
Drug Abuse in Business: Telling It Like It Is ..... *Sept.* 8
Setting Up a Company Drug Abuse Program ..... *Jan.* 19

E

EDP (See also Compensation)

EDP Personnel File Searching: A Variable Parameter Approach .. *July* 20
The Three-Day Week—Offshoot of an EDP Operation ..... *Jan.* 24
Turning EDP Professionals into Managers ..... *Nov.* 36

EMPLOYEE BENEFITS

Is It Time to Clip the Fringes? .. *Mar.* 36
Pension Fund Proxies: Employees Make the Decisions (PAW) *Sept.* 7
The Personnel Man as Benefits Expert ..... *Nov.* 42

EXECUTIVES (See also Compensation)

Are Today's Managers Really All That Mobile? ..... *Mar.* 60
Executive Promotions: Does Familiarity Breed Oversight? ..... *Sept.* 45
Executive Tension—1971 vs. 1958 (PAW) ..... *May* 6

(PAW) = People at Work

PERSONNEL

INDEX TO VOLUME 49 — 1972

SUBJECT INDEX — 1972

B

BUSINESS SCHOOLS (See also Career Trends)

Market Research: Students Do It for Free (PAW) ..... *Jan.* 5

C

CAREER TRENDS

Certified Professional Managers: Concept into Reality? ..... *Mar.* 26
The Health Crisis and New Careers (PAW) ..... *July* 7
Keeping Them Down on the Farm—No Problem (PAW) ..... *July* 6
Manpower Dearth in Safety and Health (PAW) ..... *Mar.* 6

COLLECTIVE BARGAINING (See Labor Relations)

COMMUNICATIONS

Communication: Not an Art, a Necessity ..... *May* 60
A New Wrinkle: Insensitivity Training (PAW) ..... *May* 4
The Three L's—Still Personnel Basics, Still Neglected ..... *Sept.* 49
Toward Human Scale in an Outsize World ..... *May* 39

COMPENSATION (See also Employee Benefits)

How to Select and Use Data Processing Salary Surveys ..... *Nov.* 50
A New Pay System for Municipal Managers ..... *Nov.* 55
Who Picks Up the Tab—and the Tax Deduction? (PAW) ..... *Mar.* 5
Working at Home—a New Fringe Benefit? ..... *May* 56

COMPUTERS (See EDP)

D

DRUG ABUSE

Drug Abuse in Business: Part of a Larger Problem ..... *Sept.* 15
Drug Abuse in Business: Telling It Like It Is ..... *Sept.* 8
Setting Up a Company Drug Abuse Program ..... *Jan.* 19

E

EDP (See also Compensation)

EDP Personnel File Searching: A Variable Parameter Approach .. *July* 20
The Three-Day Week—Offshoot of an EDP Operation ..... *Jan.* 24
Turning EDP Professionals into Managers ..... *Nov.* 36

EMPLOYEE BENEFITS

Is It Time to Clip the Fringes? .. *Mar.* 36
Pension Fund Proxies: Employees Make the Decisions (PAW) *Sept.* 7
The Personnel Man as Benefits Expert ..... *Nov.* 42

EXECUTIVES (See also Compensation)

Are Today's Managers Really All That Mobile? ..... *Mar.* 60
Executive Promotions: Does Familiarity Breed Oversight? ..... *Sept.* 45
Executive Tension—1971 vs. 1958 (PAW) ..... *May* 6

(PAW) = People at Work

Finding Out How the Other Half Works (PAW) ..... *Nov.* 4
Greasing the Skids at the Top (PAW) ..... *Sept.* 4
"Gone Fishing—Back in Three Months" (PAW) ..... *May* 5
Making It to the Top, European Style (PAW) ..... *Mar.* 7
Men at the Top Are Marketers Again (PAW) ..... *Nov.* 6
The Protean Managerial Leader .. *Mar.* 8
Upper-Level Managers on the Move? (PAW) ..... *Jan.* 6

H

HUMAN RESOURCES

How to Establish a Human Resource Data Base ..... *Jan.* 53
Over 65 and Still Going Strong (PAW) ..... *Nov.* 5

I

INTERNATIONAL

The "Brazilianization" of U.S. Subsidiaries ..... *July* 53
Caveat Emptor—et Vendor (PAW) *Jan.* 7
Is There an Esperanto of Management Principles? ..... *Nov.* 20
The Multinational Corporation: Impact of Nativization ..... *Jan.* 42
The Multinational Corporation: Management Myths ..... *Jan.* 34
Rising—and Sinking—to Levels of Competence in Russia (PAW) ..... *Sept.* 6

J

JOB ENRICHMENT

The Humanization of Work ..... *Sept.* 38
Job Enrichment: How One Company Overcame the Obstacles .. *May* 18
Job Enrichment: Surmounting the Obstacles ..... *July* 8
Job Enrichment: What Are the Obstacles? ..... *May* 8

L

LABOR RELATIONS (See also Unions)

Labor's Hedge Against Inflation —the CPI ..... *May* 23
Labor Trends: Bargaining in the U.S. Public Sector ..... *Sept.* 60
Labor Trends: A Chilean Paradox *Sept.* 56
Managers on the Other Side of the Bargaining Table (PAW) .. *July* 4
New Influences at the Bargaining Table: NLRB Developments .... *Mar.* 16
New Influences at the Bargaining Table: The Rebellious Rank and File ..... *Mar.* 20
Productivity Bargaining That Really Is ..... *Jan.* 8

M

MINORITY GROUPS

Upgrading Underqualified Minority Workers ..... *Jan.* 59

P

PERSONNEL MANAGEMENT

Another Managerial Headache: Employees Hooked on Work (PAW) ..... *Mar.* 4
Landscaped Offices Change Social Behavior (PAW) ..... *May* 7
Layoff Ahead: How Do Employees Respond? ..... *Nov.* 29
Making Room for "Peaceful Revolutionaries" ..... *May* 49
Managing the Joining-Up Process *July* 46
A Motivation System That Works Both Ways ..... *July* 61
Participative Management—A Practical Experience ..... *Nov.* 8
Peer Ratings as Predictors of White-Collar Performance ..... *May* 45

PRODUCTIVITY

The Value of Value Analysis as an Administrative Tool ..... *July* 27
What Employees Think of the Scanlon Plan ..... *Sept.* 22
Whittling Clerical Costs ..... *Jan.* 47

PROFESSIONAL PERSONNEL (See also EDP)

New Dimensions for Staff Talents: Enlarging Scientific Task Team Creativity ..... *Mar.* 43
New Dimensions for Staff Talents: Turning Engineers into Managers ..... *Mar.* 53
Widening Ripples in the Pool Concept (PAW) ..... *Jan.* 4

S

SOCIAL RESPONSIBILITIES

Getting Out the Vote a Company Responsibility? (PAW) ..... *July* 5

T

TRAINING (See also Career Trends and EDP)

Management Development Through Management Decisions ..... *May* 29

U

UNIONS (See also Labor Relations)

Labor Trends: Multinational Unionism—Wave of the Future? .. *July* 40
Labor Trends: White-Collar Unionization and the Pay Board .. *July* 34

(PAW) = People at Work

W

WOMEN IN THE WORKFORCE

Five Years After the Mortarboard —a Barnard Report (PAW) .... *Jan.* 7

Long Hair: The Ladies Are Safer (PAW) ..... *July* 7

Muscling in on Men's Jobs (PAW) ..... *Sept.* 5

Women as Managers: Still a Long Way to Go ..... *Sept.* 30

AUTHOR INDEX — 1972

Bassett, Glenn A.

The Three L's—Still Personnel Basics, Still Neglected ..... *Sept.* 49

Baytos, L. M.

The Personnel Man as Benefits Expert ..... *Nov.* 42

Bird, Caroline

Toward Human Scale in an Outsize World ..... *May* 39

Bloch, Howard R.

Labor Trends: A Chilean Paradox ..... *Sept.* 56

Chaney, Frederick B. and Kenneth S. Teel

Participative Management—A Practical Experience ..... *Nov.* 8

Cribbin, James J.

The Protean Managerial Leader *Mar.* 8

Dean, Michael L. and William B. Wagner

Labor's Hedge Against Inflation—the CPI ..... *May* 23

Dobelis, M. C.

The Three-Day Week—Offshoot of an EDP Operation ..... *Jan.* 24

Doering, Robert D.

New Dimensions for Staff Talents: Enlarging Scientific Task Team Creativity ..... *Mar.* 43

Drumm, Robert H.

Making Room for "Peaceful Revolutionaries" ..... *May* 49

Dukes, Carlton W.

EDP Personnel File Searching: A Variable Parameter Approach ..... *July* 20

Feldman, Harold and Peter Replogle

Turning EDP Professionals into Managers ..... *Nov.* 36

Fifield, Frederick F.

The Value of Value Analysis as an Administrative Tool ..... *July* 27

Foegen, J. H.

Is It Time to Clip the Fringes? *Mar.* 36

Foltz, Roy G.

Communication: Not an Art, a Necessity ..... *May* 60

Fremont, Jr., E. G.

Productivity Bargaining That Really Is ..... *Jan.* 8

Goodman, Robert K. with J. H. Wakeley and R. H. Ruh

What Employees Think of the Scanlon Plan ..... *Sept.* 22

Greene, Robert J.

How to Select and Use Data Processing Salary Surveys .... *Nov.* 50

Greenebaum, John S.

New Influences at the Bargaining Table: The Rebellious Rank and File ..... *Mar.* 20

Hershey, Robert

Layoff Ahead: How Do Employees Respond? ..... *Nov.* 29

Horgan, Neil J.

Upgrading Underqualified Minority Workers ..... *Jan.* 59

Howard, Cecil G.

The Multinational Corporation: Impact of Nativization ..... *Jan.* 42

Jackson, Carroll N.

A New Pay System for Municipal Managers ..... *Nov.* 55

Kafka, Vincent W.

A Motivation System That Works Both Ways ..... *July* 61

(PAW) = People at Work

Kotter, John P.
Managing the Joining-Up Process ..... *July* 46

Larsen, Jan F.
Setting Up a Company Drug Abuse Program ..... *Jan.* 19

Levy, Stephen J.
Drug Abuse in Business: Telling It Like It is ..... *Sept.* 8

Lewis, Robert Caird
New Dimensions for Staff Talents: Turning Engineers into Managers ..... *Mar.* 53

Lupton, Daniel E.
Are Today's Managers Really All That Mobile? ..... *Mar.* 60

Marangell, Frank
How to Establish a Human Resource Data Base ..... *Jan.* 53

Marrow, Naomi S. and Jane F. Templeton
Women as Managers: Still a Long Way to Go ..... *Sept.* 30

Meade, Thomas M.
Executive Promotions: Does Familiarity Breed Oversight? .... *Sept.* 45

Nash, Peter G.
New Influences at the Bargaining Table: NLRB Developments ..... *Mar.* 16

Orpen, Christopher
Peer Ratings as Predictors of White-Collar Performance .... *May* 45

Pasquale, Anthony M.
Working at Home—a New Fringe Benefit? ..... *May* 56

Pearse, Robert F.
Certified Professional Managers: Concept into Reality? .... *Mar.* 26

Petersen, Donald J.
Labor Trends: White-Collar Unionization and the Pay Board ..... *July* 34

Powers, Jack E.
Job Enrichment: How One Company Overcame the Obstacles ..... *May* 18

Ray, James S.
Drug Abuse in Business: Part of a Larger Problem ..... *Sept.* 15

Replogle, Peter W. and Harold Feldman
Turning EDP Professionals into Managers ..... *Nov.* 36

Ruh, R. H. with Robert K. Goodman and J. H. Wakeley
What Employees Think of the Scanlon Plan ..... *Sept.* 22

Schaffer, Robert H.
Management Development Through Management Decisions ..... *May* 29

Scheips, Charles D.
The Humanization of Work .... *Sept.* 38

Sirota, David and Alan D. Wolfson
Job Enrichment: Surmounting the Obstacles ..... *July* 8

Sirota, David and Alan D. Wolfson
Job Enrichment: What Are the Obstacles? ..... *May* 8

Sirota, David
The Multinational Corporation: Management Myths ..... *Jan.* 34

Snell, William
Labor Trends: Bargaining in the U.S. Public Sector ..... *Sept.* 60

Stessin, Lawrence
Is There an Esperanto of Management Principles? ..... *Nov.* 20

Tagliaferri, Louis E.
Labor Trends: Multinational Unionism—Wave of the Future? ..... *July* 40

Teel, Kenneth S. and Frederick B. Chaney
Participative Management—A Practical Experience ..... *Nov.* 8

Templeton, Jane F. and Naomi S. Marrow
Women as Managers: Still a Long Way to Go ..... *Sept.* 30

Wagner, William B. and Michael L. Dean
Labor's Hedge Against Inflation—the CPI ..... *May* 23

Wakeley, J. H. with Robert K. Goodman and R. H. Ruh
What Employees Think of the Scanlon Plan ..... *Sept.* 22

Watson, Charles E.
The "Brazilianization" of U.S. Subsidiaries ..... *July* 53

Wolfson, Alan D. and David Sirota
Job Enrichment: Surmounting the Obstacles ..... *July* 8

Wolfson, Alan D. and David Sirota
Job Enrichment: What Are the Obstacles? ..... *May* 8

Woodbridge, Jr., Henry S.
Whittling Clerical Costs ..... *Jan.* 47

BOOK REVIEWS — 1972

The Farther Reaches of Human Nature, by Abraham H. Maslow (reviewed by Robert F. Pearse) ..... *July* 67

Men, Ideas & Politics, by Peter F. Drucker (reviewed by Henry O. Golightly) ..... *Mar.* 65

Right to Challenge: People and Power in the Steelworkers' Union, by John Herling (reviewed by George S. Roukis) .. *May* 65

Winning NLRB Elections: Management's Strategy and Preventive Programs by Louis Jackson and Robert Lewis (reviewed by Sylvestro Petro) ..... *Nov.* 59

Work, Creativity & Social Justice, by Elliott Jaques (reviewed by Jeannette R. Holobovich) ..... *Jan.* 65

The Yam Factor, by Martin Page (reviewed by Thomas A. Buffum) ..... *Sept.* 68